

Economic Vitality

Program Description:

The Economic Vitality Administration program provides administrative services for the Economic Vitality Department.

Trends:

The Economic Vitality Department continues to maintain full services internally and externally to best position the City economically.

Program Broad Goals:

Effective administration of the Economic Vitality Department.

Program 2006/07 Objectives:

Continue to be efficient in use of monetary resources. Target is to come in under budget by at least 3% this year.

Continue to effectively manage department personnel to accomplish all goals of adopted Economic Vitality Strategic Plan.

Program Provided in Partnership With

City Council, City Manager, Economic Vitality Department, other City departments

Program Customers

City Council, City Manager, Economic Vitality Department

Basic Equipment

Computers, telephones, general office equipment

Special Equipment

None

City Council's Broad Goal(s)

Economy

Program Staffing	
1 FT Administrative Secretary	1.00
1 FT GM Economic Vitality	1.00
Total Program FTE	2.00

Performance Measures

Program/Service Outcomes: (based on program objectives)

	Actual FY 2003/04	Actual FY 2004/05	Projected FY 2005/06	Projected FY 2006/07
% of expenditures under budget	2%	8%	3%	3%

Expenditures By Type				
	Actual 2004/05	Adopted 2005/06	Approved 2005/06	Proposed 2006/07
Personal Services	212,099	215,254	215,254	226,023
Contractual Services	24,859	89,893	89,893	86,131
Commodities	13,234	9,050	9,050	9,150
Total Program Budget	\$250,192	\$314,197	\$314,197	\$321,304

Program Description:

The Economic Development program is responsible for enhancing the economic well-being and quality of life of the community and its residents by providing quality, useful information and responsive, effective services to targeted employers and industries, and revenue generators interested in building or expanding in Scottsdale.

Trends:

The key indicators of performance for Economic Development are indirect measures such as targeted job creation and revenue enhancement. Economic Development can only assist in this process, as the private sector must actually perform in order to achieve these goals.

Program Broad Goals:

Market and recruit targeted employers and support entrepreneurs and existing businesses in order to provide sustainable employment opportunities in Scottsdale while assuring that new employers pay scales accommodate working and living in Scottsdale and continue Scottsdale's history as a net importer of jobs.

Expand and maintain significant sales tax revenue generators for the City through the enhancement of retail sales-based businesses.

Provide high quality, accessible market information on the Scottsdale market and Scottsdale development initiatives.

Program 2006/07 Objectives:

Market, recruit and encourage development of new retail facilities that augment and diversify the range of shopping opportunities for citizens and visitors. Work with the owners and developers of the Scottsdale Rd./Loop 101 and Kierland II developments, and with the State Land Department on viable retail vision for the crossroads.

Focus attraction efforts on smaller to mid-sized companies that generate high wages, and provide minimal negative community impacts. Work with GPEC and State on the recruitment of direct and appropriate support businesses for targeted industries.

Work with the organizations on the development and promotion of technology, biotechnology base and associated telecommunications infrastructure in Scottsdale.

Regularly update and post economic, retail, demographic, and tourism related information via the City's Internet and in print.

Program Provided in Partnership With

City Council, City Manager, other City departments, Greater Phoenix Economic Council (GPEC), Arizona Land Department, Arizona Department of Commerce, Arizona State University (ASU) and Mayo Clinic

Program Customers

City Council, City Manager, other City departments, existing and prospective businesses, other economic development and governmental agencies, general public

Basic Equipment

Computers, telephones, general office equipment

Special Equipment

Geographic/Economic software

City Council's Broad Goal(s)

Economy

Program Staffing	
1 FT Economic Vitality Manager	1.00
1 FT Economic Vitality Specialist	1.00
Total Program FTE	2.00

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2003/04	Actual FY 2004/05	Projected FY 2005/06	Projected FY 2006/07
Targeted job creation	23 companies with 1,800 jobs created	10 companies with 1,443 jobs created	Estimate is 10 companies with 1,200 jobs	Estimate is 10 companies with 1,200 jobs

Program/Service Outcomes: (based on program objectives)

	Actual FY 2003/04	Actual FY 2004/05	Projected FY 2005/06	Projected FY 2006/07
Continue to foster revenue enhancement which will be measured by the increase of sales tax revenue annually	2%	11%	8%	7%

Expenditures By Type

	Actual 2004/05	Adopted 2005/06	Approved 2005/06	Proposed 2006/07
Personal Services	173,894	184,733	184,733	189,113
Contractual Services	103,743	121,559	141,579	130,615
Commodities	167	3,150	3,150	4,350
Total Program Budget	\$277,804	\$309,442	\$329,462	\$324,078

Program Description:

The Tourism Development program is responsible for the economic well-being and quality of life of the community and its residents by strengthening the local tourism industry through a comprehensive tourism development program of tourism research, marketing and promotion, support of major events, and the development of destination attractions and tourism infrastructure.

Trends:

Hotel room inventory has stabilized, business and leisure travel has rebounded resulting in strong demand as evidenced by increases in occupancy and average rates returning to pre-911 levels for the first time in three years. Increasing competition from emerging markets, as well as ones offering innovative new features.

Program Broad Goals:

Retention, development and attraction of major events are Scottsdale's most important tourism marketing tools. Events such as the FBR Open, the Barrett Jackson Auto Auction, the Scottsdale Arabian Horse Show, and the Fiesta Bowl not only attract significant numbers of visitors to the areas, but also provide valuable exposure to potential visitors through their media coverage.

The development of new destination "drivers" that are in keeping with the character of the community, and which are consistent with the industry's major themes (golf, western, art/culture, culinary, and participatory sports) to help broaden the market, and provide additional reasons for visitors to choose Scottsdale as their destination.

Work with the Scottsdale Convention and Visitors Bureau to find ways to maximize the limited bed-tax dollars available for destination marketing to attract our targeted visitor.

Program 2006/07 Objectives:

Facilitate the mix of product and experience to meet and exceed customer expectations.

Expand the City's event support program to better meet changing needs and current trends

Evaluate and implement priority recommendations from the Tourism Development and Marketing Five-Year Strategic Plan.

Program Provided in Partnership With

City Council, City Manager, other City departments, Scottsdale Convention & Visitor's Bureau, Tourism Development Commission

Program Customers

City Council, City Manager, other City departments, the Scottsdale Convention & Visitor's Bureau, local tourism industry, and Scottsdale residents

Basic Equipment

Computers, telephones, general office equipment

Special Equipment

None

City Council's Broad Goal(s)

Economy

Program Staffing	
1 FT Economic Vitality Researcher	1.00
1 FT Event Svcs & Development Mgr	1.00
1 FT Tourism Manager	1.00
Total Program FTE	3.00

Performance Measures

Program/Service Outcomes: (based on program objectives)

	Actual FY 2003/04	Actual FY 2004/05	Projected FY 2005/06	Projected FY 2006/07
Annual percentage increase in Bed Tax receipts	3% plus	5% plus	5%	4%
Scottsdale hotel/motel average occupancy rate	57.5%	60%	69%	70%

Expenditures By Type

	Actual 2004/05	Adopted 2005/06	Approved 2005/06	Proposed 2006/07
Personal Services	139,446	265,665	265,665	269,146
Contractual Services	5,515,488	6,695,378	6,940,598	7,127,352
Commodities	78	11,086	11,086	3,050
Total Program Budget	\$5,655,012	\$6,972,129	\$7,217,349	\$7,399,548

Economic Vitality | REVITALIZATION

Program Description:

The Revitalization program is responsible for enhancing the economic well-being and quality of life of Scottsdale by encouraging continued reinvestment in the mature areas of the community in both commercial and residential properties through private entities and/or private/public partnerships.

Trends:

While there are sections of the mature portion of Scottsdale that do need assistance, much of this area remains stable and is seeing new investment. The housing appreciation rate in South Scottsdale is one of the highest in the Valley, and significant new capital investment is occurring in the residential and commercial sectors.

Program Broad Goals:

Focus on commercial real estate in partnership with other city departments to create an overall revitalization (reinvestment in existing properties) in the mature areas of Scottsdale.

Encourage private redevelopment (new commercial and residential uses on vacant or obsolete properties) in the mature areas of Scottsdale that will support the surrounding business community.

Working within the mature areas of Scottsdale, act as the Development Project Manager to bring to fruition key public projects of all sizes that can effect perception and investment in those sections of the community

Program 2006/07 Objectives:

Continue moving forward with key revitalization strategies such as the McDowell Streetscape improvements, and corridor planning and zoning review for Scottsdale and McDowell Roads.

Negotiate a development agreement for the Rose Garden parking lot and redevelopment.

Provide the project management for existing development agreements and public/private partnerships such as the South Canal Bank/Stetson Plaza and Rose Garden projects.

Update, on a semi-annual basis, a Revitalization Opportunities Map and Database as well as the Revitalization Projects in Mature Scottsdale List.

Work with Planning and Development staff on appropriate zoning and ordinance changes that could have a positive impact on revitalization of existing commercial facilities south of Indian Bend Road.

Work and coordinate with developers in Southern Scottsdale to bring new building and employment to the area.

Program Provided in Partnership With

Other City departments, private sector

Program Customers

City Council, City Manager, other City departments, existing and potential businesses, property owners, and residents

Basic Equipment

Computers, telephones, general office equipment

Special Equipment

None

City Council's Broad Goal(s)

Economy

Program Staffing	
1 FT Economic Vitality Manager	1.00
1 FT Economic Vitality Specialist	1.00
Total Program FTE	2.00

Performance Measures

Program/Service Outcomes: (based on program objectives)

	Actual FY 2003/04	Actual FY 2004/05	Projected FY 2005/06	Projected FY 2006/07
Housing appreciation rates (ASU Study) South Scottsdale District	6.4%	9.2%	15%	8%
Dollar value of new construction south of Chaparral Road.	\$47.5 million	\$73.7 million	\$200 million	\$100 million

Expenditures By Type

	Actual 2004/05	Adopted 2005/06	Approved 2005/06	Proposed 2006/07
Personal Services	152,227	175,539	175,539	181,291
Contractual Services	2,781	70,825	70,825	49,778
Commodities	41	2,350	2,350	2,550
Total Program Budget	\$155,049	\$248,714	\$248,714	\$233,619

Economic Vitality | EXISTING BUSINESS SERVICES

Program Description:

The Business Services program is responsible for enhancing the economic well-being and quality of life of the community and its residents by assisting in the retention and/or expansion of the existing business base, preserving employment, maintaining, expanding, and diversifying the tax base, and reinforcing the positive economic environment of Scottsdale.

Trends:

Existing businesses create about 90% of all new jobs in the community and provide significant tax revenues to the City. Therefore, finding ways to support and enhance existing businesses is a critical part of creating long-term economic sustainability.

Program Broad Goals:

Develop an understanding of short and long-term issues affecting small and large companies and act on those issues for the mutual benefit of the community and businesses.

Maintain a business information database for existing Scottsdale businesses that can be used for research, trend analysis, business community composition and other efforts concerning the existing business community in Scottsdale.

Develop mid and long-term strategies and projects to deal with issues that require significant time and resources to resolve. Focus on commercial reinvestment areas without excluding other business areas of the City.

Evaluate investment opportunities in mature commercial areas and propose projects and programs that encourage public and private reinvestment.

Program 2006/07 Objectives:

Organized Commercial Reinvestment Areas Program through a cooperative process with other city departments. Initial focus will be on Southern Scottsdale.

Present small business education workshops and maintain a database useful to small businesses

Continue the facade improvements program to improve older commercial buildings in downtown.

Program Provided in Partnership With

Other City departments, private sector, Chamber of Commerce, small business development center

Program Customers

City Council, City Manager, other City departments, existing businesses in Scottsdale

Basic Equipment

Computers, telephones, general office equipment

Special Equipment

None

City Council's Broad Goal(s)

Economy

Program Staffing	
1 FT Economic Vitality Manager	1.00
1 FT Economic Vitality Specialist	1.00
Total Program FTE	2.00

Economic Vitality | EXISTING BUSINESS SERVICES

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2003/04	Actual FY 2004/05	Projected FY 2005/06	Projected FY 2006/07
# of business licenses renewed in Scottsdale	22,575	27,000	28,000	29,100
# of jobs in Scottsdale	135,000	137,000	139,000	142,000

Program/Service Outcomes: (based on program objectives)

	Actual FY 2003/04	Actual FY 2004/05	Projected FY 2005/06	Projected FY 2006/07
# of Assistance contracts and visits with existing businesses	150	200	250	250
# of businesses assisted by City to make building improvements	10	20	25	15

Expenditures By Type

	Actual 2004/05	Adopted 2005/06	Approved 2005/06	Proposed 2006/07
Personal Services	132,622	173,561	173,561	188,689
Contractual Services	31,772	39,185	39,185	40,236
Commodities	154	3,175	3,175	3,375
Capital Outlays	-	-	-	-
Total Program Budget	\$164,548	\$215,921	\$215,921	\$232,300